

Message Text

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ACTION MMO-02

INFO OCT-01 NEA-11 ISO-00 A-01 PER-01 SY-05 ABF-01
SIG-03 SP-02 DODE-00 ICAE-00 AID-05 PC-01 HA-05
IO-13 SNM-05 DEAE-00 SS-15 NSC-05 /076 W
-----025900 051309Z /43
P 051130Z MAY 78
FM AMEMBASSY KATHMANDU
TO SECSTATE WASHDC PRIORITY 1937

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E.O. 11652: N/A
TAGS: OGEN
SUBJECT: FY 1980 GOALS/OBJECTIVES IN RESOURCE MANAGEMENT (GORM)
PROCESS

REF: STATE 63477

1 THIS MESSAGE IS IN RESPONSE TO PART II OF REFTEL REQUESTING
EVALUATION OF USG PROGRAMS IN NEPAL AND IDENTIFICATION OF
THOSE THAT FALL WITHIN TEN PERCENT OF OUR ACTIVITIES HERE
THAT ARE LEAST IMPORTANT TO ATTAINMENT OF MISSION GOALS AND
OBJECTIVES. I HAD ORIGINALLY PLANNED TO SUBMIT MY COMMENTS
WELL WITHIN APRIL 30 DEADLINE BUT MESSAGE WAS DELAYED BECAUSE
I WAS CAUGHT FOR SEVERAL DAYS BY COUP IN KABUL FROM WHICH I
HAVE JUST RETURNED.

2. ELEMENTS OF US MISSION TO NEPAL WHICH COME UNDER
PURVIEW OF REFTEL ARE EMBASSY, DAO, USICA, AID/N AND PC/N.
ALL ARE ACTIVELY SUPPORTING OUR GOALS AND OBJECTIVES, AND
I AM GENERALLY SATISFIED WITH SUBSTANCE AND DIRECTIONS
OF OUR PROGRAMS, AND I BELIEVE WE ARE MAKING REASONABLY
GOOD PROGRESS IN ACHIEVING OUR GOALS. OUR BILATERAL
RELATIONS ARE GOOD, GON CONTINUES TO ADHERE TO ITS
DECISION NOT RPT NOT TO GO INTO OPIUM PRODUCTION, GON
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ATTITUDE TOWARDS AMERICANS IN TROUBLE REMAINS ONE OF
TOLERANCE AND AT PRESENT THERE ARE NO AMERICANS IN JAIL.
ENCOURAGING PROGRESS IS BEING REGISTERED BY GON IN
IMPROVING ITS RELATIONS WITHIN CONTEXT OF
GENERALLY IMPROVED ATMOSPHERE IN SUBCONTINENT. GON
RECORD ON HUMAN RIGHTS CONTINUES TO IMPROVE
WITH GOVERNMENT ATTEMPTING TO SEEK

ACCOMMODATION WITH POLITICAL DISSIDENTS. MULTILATERALLY, NEPAL MADE ANOTHER CONTRIBUTION BY DISPATCHING BATTALION OF GURKHAS TO LEBANON IN RESPONSE TO UN APPEAL. ON DEVELOPMENT FRONT BOTH PEACE CORPS AND AID ARE QUITE APPROPRIATELY CONCENTRATING ON PROJECTS AIMED AT CONTRIBUTING TO NEPAL'S BASIC HUMAN NEEDS. OUR EFFORTS HAPPILY COINCIDE WITH GON'S OWN PRIORITIES.

3. AGENCY BY AGENCY EVALUATION:

A) EMBASSY. AS I HAVE REPORTED ON SEVERAL OCCASIONS IN THE PAST, I CONSIDER EMBASSY STAFF TO HAVE BEEN REDUCED TO POINT OF OPERATIONAL INEFFICIENCY. IN PARTICULAR, SUBSTANTIVE SIDE OF EMBASSY WITH ONLY THREE OFFICERS (AMBASSADOR, DCM AND POL/ECON OFFICER) IS WHOLLY INADEQUATE TO DO THE JOB THAT IS REQUIRED. ADMINISTRATIVE SECTION IS ALSO INADEQUATELY STAFFED TO MANAGE OUR RESOURCES EFFICIENTLY AND ECONOMICALLY AND PROVIDE PROPER SUPPORTING SERVICES TO EMBASSY AND MISSION. NOTWITHSTANDING THESE CONSTRAINTS, PROGRESS IS BEING MADE IN SUPPORTING OUR GOALS AND OBJECTIVES, AS IS EVIDENT BY SATISFACTORY STATUS OF OUR RELATIONS AS SET FORTH IN PARA 2 ABOVE, BUT EMBASSY COULD DO BETTER. HAVING SAID THIS, THERE ARE SOME PERIPHERAL ACTIVITIES WHICH COULD BE TRIMMED AS NOTED BELOW.

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B) DAO. THIS OFFICE HAS LIMITED ROLE IN NEPAL. ITS STAFF HAS ALREADY BEEN REDUCED TO MINIMUM AND ANY FURTHER REDUCTIONS WOULD REQUIRE CLOSING OF OFFICE. AS DEPARTMENT IS AWARE QUESTION OF CONTINUING OR TERMINATING THIS ACTIVITY IS UNDER REVIEW AT THIS TIME WITH MY RECOMMENDATIONS TO KEEP OR CLOSE THIS OFFICE DUE IN WASHINGTON IN JULY.

C) USICA. USICA IS VERY MUCH ON TRACK IN SUPPORT OF OUR OBJECTIVES. IT HAS PLAYED IMPORTANT ROLE IN PUBLIC DIPLOMACY, WORKING WELL IN TANDEM WITH EMBASSY'S QUIETER DIPLOMATIC EFFORTS, ESPECIALLY ON HUMAN RIGHTS MATTERS, NARCOTICS AND BILATERAL RELATIONS. I AM PARTICULARLY PLEASED BY EFFECTIVE COLLABORATION AND CLOSE WORKING RELATIONS BETWEEN EMBASSY AND USCIA ON THESE VARIOUS DIPLOMATIC FRONTS. FURTHER, USICA HAS BEEN CARRYING OUT IMPORTANT REPRESENTATIONAL AND REPORTING RESPONSIBILITIES WHICH EMBASSY CANNOT MEET BECAUSE OF STAFF LIMITATIONS.

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SIG-03 SP-02 DODE-00 ICAE-00 AID-05 PC-01 HA-05
IO-13 SNM-05 DEAE-00 SS-15 NSC-05 /076 W
-----025935 051307Z /43

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D) PEACE CORPS. AS REPORTED IN KATHMANDU 2034 I
AM ALSO GENERALLY SATISFIED WITH PEACE CORPS PROGRAMS AND
ACTIVITIES IN NEPAL. MOST ARE ALREADY IN SUPPORT OF
CURRENT PC/W STRATEGY TO ADDRESS BASIC HUMAN NEEDS OF
RURAL POOR. MY OWN VIEW IS THAT PRESENT PROGRAMS AND
NUMBER OF VOLUNTEERS ARE ABOUT RIGHT FOR NEPAL'S
WEAL INFRASTRUCTURE OUTSIDE KATHMANDU VALLEY.
WE SHOULD CONCENTRATE ON IMPROVING WHAT WE
HAVE CURRENTLY GOING FOR US RATHER THAN UNDERTAKE TOO
MANY ADD-ONS.

E) AID. THIS AGENCY IS OF COURSE RESPONSIBLE FOR
CARRYING OUT ONE OF OUR MAJOR OBJECTIVES IN NEPAL OF
ASSISTING IN ITS DEVELOPMENT. IN THE LAST YEAR, AID
HAS BEEN HARD AT WORK DESIGNING TWO COMPREHENSIVE
AND IMPORTANT PROJECTS IN AREAS OF RURAL DEVELOPMENT
AND RESOURCE CONSERVATION WHICH ARE RESPONSIVE TO
BOTH US AND NEPALESE PRIORITIES OF CONCENTRATING
ON BASIC HUMAN NEEDS ESPECIALLY IN RURAL AREAS
AND IN DEALING WITH ENVIRONMENTAL DEGRADATION.
BOTH HAVE MY FULL SUPPORT. THESE PROJECTS WHEN INITIATED
AND ADDED TO OUR ONGOING EFFORT SHOULD RESULT IN A
SIGNIFICANT INCREASE IN LEVEL OF OUR AID PROGRAM FOR
NEPAL. GIVEN NEPAL'S STATUS AS ONE OF THE POOR
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LDCS THIS IS AS IT SHOULD BE

WHILE WE ARE THUS HEADED IN RIGHT DIRECTION,
WE SHOULD REMEMBER THAT OUR OVERALL AID EFFORT INVOLVES
A MIX OF THESE COMMENDABLE NEW PROJECTS PLUS
(1) PROJECTS SUCH AS WESTERN HILLS ROAD, INHERITED FROM
PAST, AND BORN OUT OF DIFFERENT STRATEGIES
AND PRIORITIES AND (2) PROJECTS DEALING WITH CONVENTIONAL
SECTORS OF CONCENTRATION SUCH AS FOOD, POPULATION
PLANNING, HEALTH AND HUMAN RESOURCE DEVELOPMENT.
THE TOTAL PACKAGE IS SOMEWHAT UNWIELDY AND MANAGING IT
INVOLVES DIFFUSION OF EFFORT WHICH MAKES MORE
DIFFICULT GETTING ON WITH NEW PROJECTS AS RAPIDLY AS
WE SHOULD. TO BRING THESE VARIOUS PROUECTS INTO MORE
COHERENT WHOLE WE NEED TO CONSOLIDATE RATHER THAN

EXPAND FURTHER AND WE SHOULD CONCENTRATE OUR PRESENT
MANPOWER RESOURCES ON COMPLETING PRSENT COMMITMENTS
AND DESIGN OF TWO NEW PROJECTS.

4. IN ATTEMPTING TO PLACE 10 PERCENT OF VARIOUS MISSION
ACTIVITIES IN LEAST IMPORTANT CATEGORY I AM STRUCK
BY INHERENT CONTRADICTIONS AND DIFFICULTY
OF EVALUATING MISSION ACTIVITIES WHICH (A) HAVE
NOTHING IN COMMON AS FOR EXAMPLE EMBASSY'S
BUDGET AND FISCAL OPERATION AND AID FAMILY PLANNING
PROGRAM, BOTH OF WHICH ARE ESSENTIAL TO EFFICIENT
MANGEMENT OF OUR RESOURCES OR ATTAINMENT OF OUR GOALS,
OR (B) LUMP TOGETHER IN ONE POT PEOPLE AND PROJECTS.
THUS, REDUCTION OF RESOURCES BY EVEN SEVERAL THOUSAND
DOLLARS IN EMBASSY IMMEDIATELY BRINGS INTO PLAY REDUCTION
OF PEOPLE. THIS IS ALSO TRUE OF PEACE CORPS AND TO LESSER
DEGREE OF USICA. HOWEVER AID PROJECTS CAN BE
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REDUCED BY EVEN MILLIONS OF DOLLARS WITHOUT AFFECTING
SIZE OF STAFF. I AM THUS ASKED TO COMPARE APPLES AND
ORANGES ANDJUFGE THEIR RELATIVE VALUE.
THIS IS BUREAUCRATIC DILEMMA AND TRAP IN WHICH
DEPARTMENT CONSTANTLY FINDS ITSELF AND ONE MORE REASON
IT SHOULD AVOID EXERCISES INVOLVING COMPARISONS BETWEEN
HUMAN AND NON-HUMAN OF THIS NATURE.

5. WITH THESE RESERVATIONS IN MIND, I ESTIMATE
OUR TOTAL RESOURCES FOR FY 80 TO
COMPRISE ROUGHLY \$15 MILLION, TEN PERCENT OF THIS BEING
\$1,500,000. PROJECTS FALLING WITHIN THIS LEAST IMPORTANT
CATEGORY ARE:

EMBASSY COMMUNICATION UNIT (WITH STAFF OF FOUR) \$250,000

USICA REDUCTION IN PRESENT RUN OF SWANTATRA VISHWA 9,000

AID EDUCATION	807,000
BRIDGES	200,000
UNITED MISSION	250,000.
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Message Attributes

Automatic Decaptioning: X
Capture Date: 01 jan 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 05 may 1978
Decaption Date: 01 jan 1960
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 20 Mar 2014
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978KATHMA02375
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Expiration:
Film Number: D780192-0328
Format: TEL
From: KATHMANDU
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1978/newtext/t19780590/aaaacyje.tel
Line Count: 229
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: c0d6cba3-c288-dd11-92da-001cc4696bcc
Office: ACTION MMO
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 5
Previous Channel Indicators: n/a
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: n/a
Reference: 78 STATE 63477
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 05 may 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2783182
Secure: OPEN
Status: NATIVE
Subject: FY 1980 GOALS/OBJECTIVES IN RESOURCE MANAGEMENT (GORM) PROCESS
TAGS: OGEN
To: STATE
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/c0d6cba3-c288-dd11-92da-001cc4696bcc
Review Markings:
Sheryl P. Walter
Declassified/Released
US Department of State
EO Systematic Review
20 Mar 2014
Markings: Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014